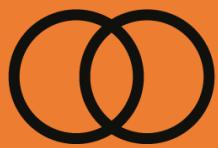


# Every Pound Counts: Building Community Wealth Through Social Value - with CLES



**CLES**  
the national organisation  
for local economies



**Preston**  
City Council

Online Webinar

Wednesday 11 February 2026

## CCIN AGM26 and Celebration of Cooperative Innovation - ONLINE Events



**Cooperative Councils'**  
Innovation Network

**Probably the fastest-growing  
cross party network in Local  
Government....**



117 Members  
21 Supporters

43



Member  
**Cooperative Councils'**  
Innovation Network

27



Associate Member  
**Cooperative Councils'**  
Innovation Network

47



Affiliate Member  
**Cooperative Councils'**  
Innovation Network

# Being a Cooperative Council

## Community Wealth Building

- Develop an Inclusive Economy Charter
- Promote progressive procurement
- Support the creation of a regional mutual / community bank by investing.
- Work with local anchor institutions to buy and recruit local
- Regulate rent and rates for local businesses in council-owned property
- Champion Local Employment schemes

## Cooperative Placemaking

- Develop a cooperative development strategy
- Establish a cooperative development network
- Commit to community engagement in local decision making including participatory budgeting
- Invest in local community production, particularly community energy
- Promote the circular economy
- Support local enterprises to convert in coops / worker coops
- Have an Asset Transfer policy to manager land and assets which support Community Land Trusts

# Case Studies

Over 600 Case Studies have been shared by our Members for your use

Search

Categories

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Regions

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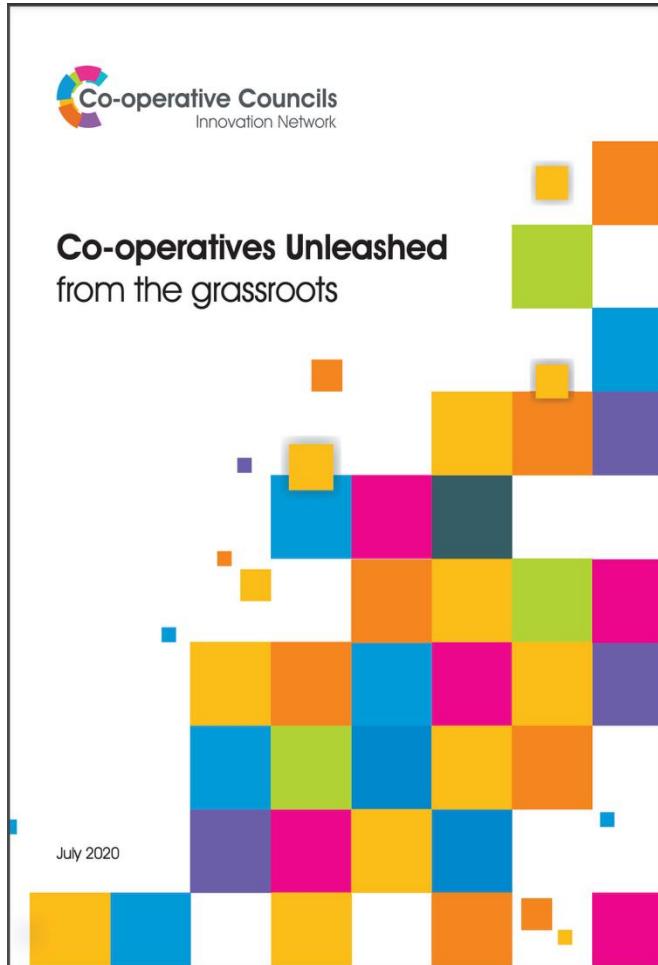
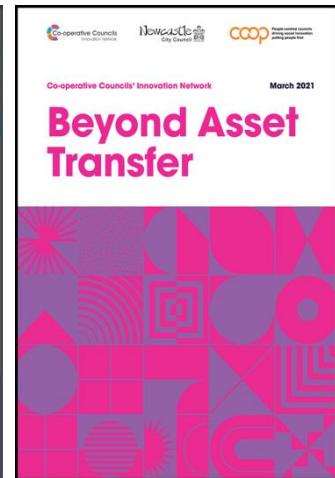
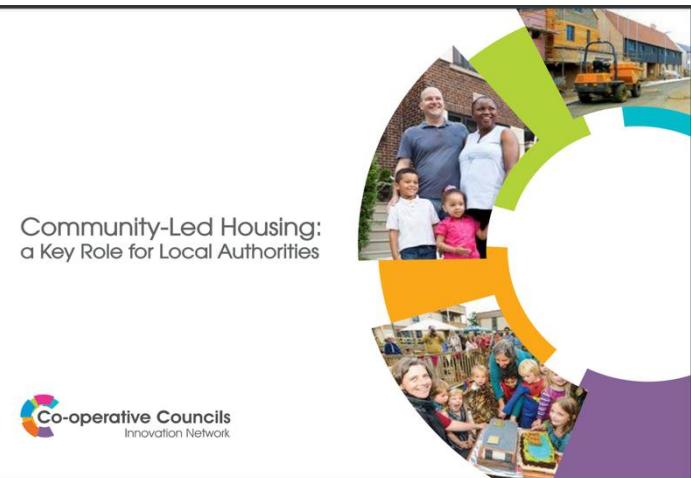
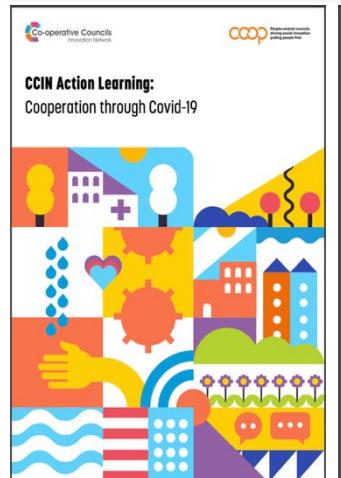
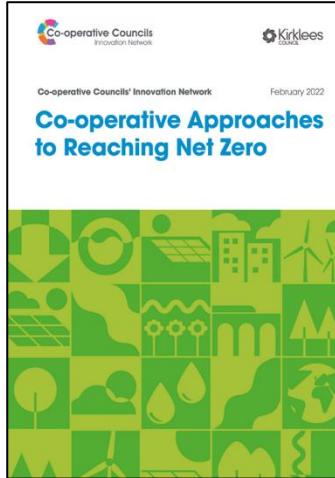
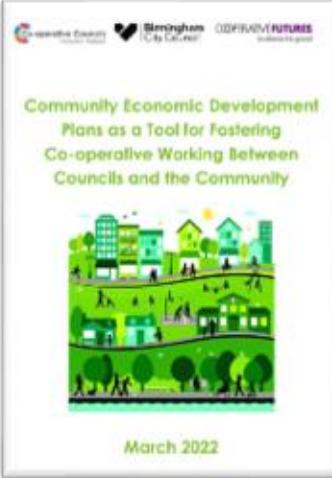
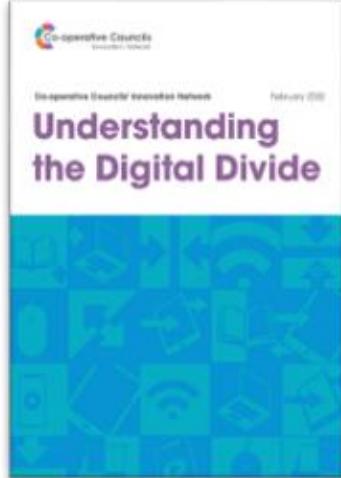
Clear filters

Right to the Streets

December 2025

Disrupting Sexual  
Exploitation

Protecting Victims  
through Ex Parte





## Social Value Toolkit

How to apply the freedoms and flexibilities of the legal framework to achieve community wealth-building and cooperative placemaking goals

[bit.ly/CCIN-socialvalue-toolkit](https://bit.ly/CCIN-socialvalue-toolkit)



# Cooperative Councils' Innovation Network

**Cllr Matthew  
Brown**

Leader – Preston City  
Council

**Sarah Longlands**

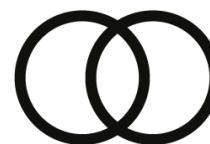
Chief Executive - CLES

**Simon Grove-  
White**

Senior Policy  
Researcher - CLES

&

Contributor – CCIN Social  
Value Toolkit



**CLES**  
the national organisation  
for local economies

Session Chair:

Cllr Jim Robbins – Chair, CCIN  
Leader, Swindon Borough Council

# Every Pound Counts – building community wealth

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Social value and beyond

Sarah Longlands and Simon Grove White, CLES  
February 2026



## ABOUT CLES

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Founded in 1986, the **Centre for Local Economies** is an independent economics think tank and charity.

We work collaboratively across the UK beyond to develop solutions that ensure economies are rooted in the places people call home.

We partner as equals with all levels of government, local institutions and communities — challenging outdated methods and tackling local issues with practical, long-term solutions.

We have lead the development and implementation of community wealth building in the UK.



# Reframing local government finance: how public spend delivers outcomes for places

## Employers

There are nearly 6 million public sector workers across the UK

2million public sector workers in local government\*

Targeted recruitment can boost living standards .

## Increasing demand and supporting innovation

Local government spend is be £127bn\*\*.

This can be used creatively through procurement and commissioning to support local business growth and innovation

## Land, property and planning

Councils (in England) own around 1.3m acres of land.

In Scotland, Local councils own around 81,000 acres

As planning authorities – Councils provide certainty/stability and project management

## Entrepreneurs & market actors

Distributing funds from Central Government and negotiating social and economic benefits from investment.

• [\\*Public sector employment, UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk)

• [\\*\\*Local authority revenue expenditure and financing: 2024-25 budget, England - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

# The economic potential of public investment: An example from the West Midlands

- 60 public 'anchor' institutions – ranging from local authorities and universities through to blue light organizations.
- Collective spend of £10bn\*
- Employ more than 200,000 people
- Own more than 15,000 hectares
- Emit more than £1bn of Co2e every year

Imagine if these institutions were properly funded and worked together at a place-based level to deliver economic growth?

Source: [How to build an anchor network | CLES](#)

# WHAT IS CWB?

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Increasing the flow, circulation and ownership of wealth within a place

Democratising the economy by building wealth from within

**“A PEOPLE-CENTRED APPROACH TO LOCAL ECONOMIC DEVELOPMENT, WHICH INCREASES THE FLOW, CIRCULATION AND OWNERSHIP OF WEALTH”**

Measuring the economy by how well it generates good lives.

# THE KEY LEVERS FOR BUILDING COMMUNITY WEALTH

## Finance

Ensuring flows of investment and financial institutions work in the interests of people, communities and local businesses.



## Workforce

Increasing fair work and developing local labour markets that support the wellbeing of communities.



## Land and property

Maximising the value that communities receive from land and property assets, including those held by the public sector.



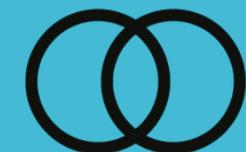
## Spending

Maximising community benefits through procurement and commissioning, developing good enterprises, fair work and shorter supply chains.



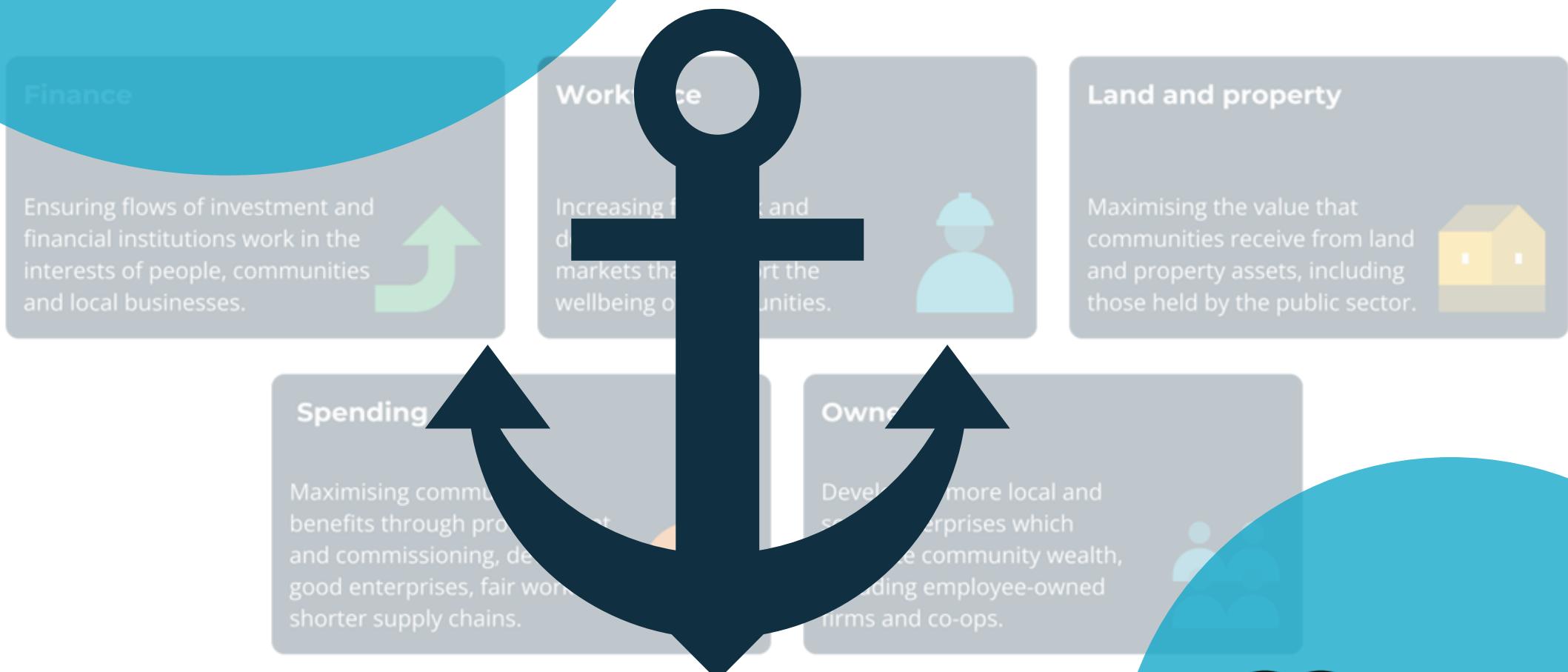
## Ownership

Developing more local and social enterprises which generate community wealth, including employee-owned firms and co-ops.



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# WHAT BRINGS THE FIVE LEVERS TOGETHER?



## ANCHOR ORGANISATIONS

## USING PROCUREMENT TO SUPPORT LOCAL ENTERPRISE: MANCHESTER CITY COUNCIL

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- Manchester, concerned that the city's expenditure on goods and services wasn't doing enough to support city's poorest neighbourhoods.

Created a social value strategy to capture as much of that money as possible and drive it locally for community benefit.

- £426m spent with top 300 suppliers in 2020/21
- 59.3% with Manchester based suppliers in 2020/21
- 50.9% with SMEs
- 2303 new jobs, 629 apprenticeships in 2020/21

<https://cles.org.uk/publications/changing-places/>



# JOINING UP PUBLIC INVESTMENT TO SUPPORT PLACE - THE BIRMINGHAM ANCHOR NETWORK

Birmingham Anchor Network – seven of the City's largest institutions, a combined workforce of over 50,000 people and budget of over £5bn

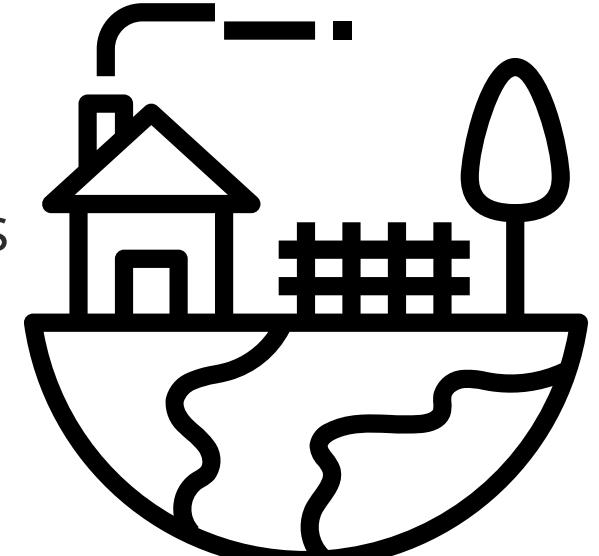
- Community Wealth Builder in Residence
- I Can project
- Procurement working group - anchor organisations working together to maximise their economic impact.
- MHS Hopsital Trust playing a major role in using procurement and workforce strategy to address health inequalities.



# PURCHASING, ANCHORS AND THE CLIMATE CRISIS

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- South of Scotland- deeply rural with small villages and towns
- Social housing provision – significant housing stock and critical to help region meet net zero targets
- £2.4bn spend by main social housing providers
- Work with local businesses to develop a green local supply chain e.g. – maintenance contracts, modular build, use of local materials
- Development of green skills and training in partnership with local colleges and school.



# GET STARTED !

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**Mapping your money:** Understand more about how your money is circulating in the local economy and how it can work harder to address place-based challenges such as jobs, skills and business support.

**Extraction in your area:** use your commissioning process to design extraction out of services and ensure that the benefits remain invested locally.

**Building and developing your anchor network:** work with the private and public sector to coordinate and deliver community wealth building at scale – eg raising standards and expectation when it comes to employment.

**Community wealth building diagnostic and action planning:** develop a community wealth building plan to understand progress against each of the five CWB levers.

**Examine the opportunities to do more economic development with procurement and social value** spend is one of the key pillars of community wealth building – how can your organization do more with it and extend it into other parts of your work – eg planning conditionality and inward investment.

# CCIN Social Value Toolkit -Social Value for Community Wealth Building

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[Social Value Toolkit - Cooperative Councils Innovation Network](#)

Simon Grove-White – Toolkit co-author and Senior Researcher at CLES



# Collaboration across the network and beyond

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# Changing the Narrative: re-establishing the Purpose of Local Government Spending

---

Delivering VFM – taken to mean lowest price.

Maximising Public value = Getting the right thing, from the right organization(s), at the right price

# The Ugly – extraction and corporate dominance

**Council spent £13.5m fixing problems left by firm**



| The council had agreed to end its contract with Carillion before the company's collapse

RECLAIMING  
OUR REGIONAL  
ECONOMIES

CO-OPERATIVES UK



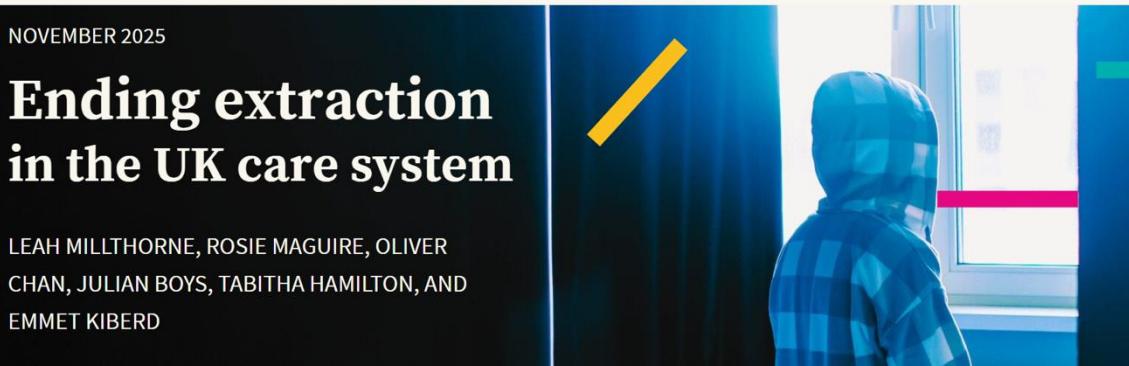
NEW  
ECONOMICS  
FOUNDATION

CENTRE FOR  
THRIVING  
PLACES

NOVEMBER 2025

## Ending extraction in the UK care system

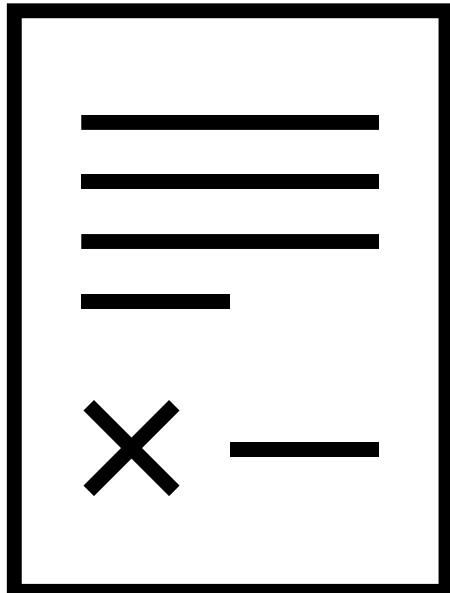
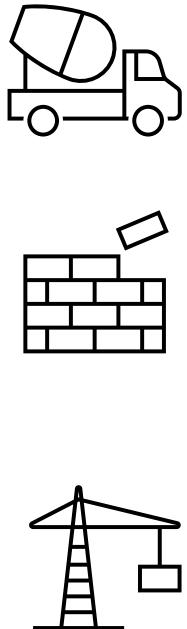
LEAH MILLTHORNE, ROSIE MAGUIRE, OLIVER  
CHAN, JULIAN BOYS, TABITHA HAMILTON, AND  
EMMET KIBERD



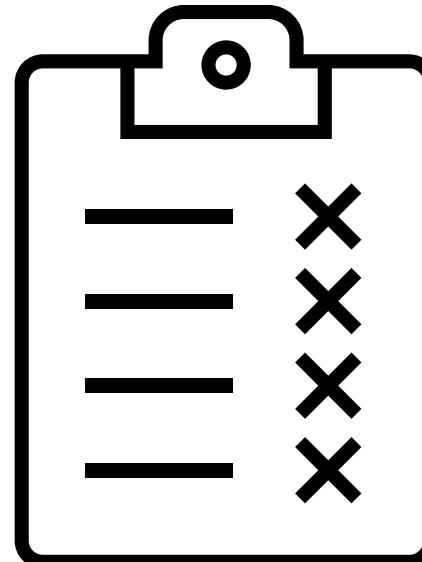
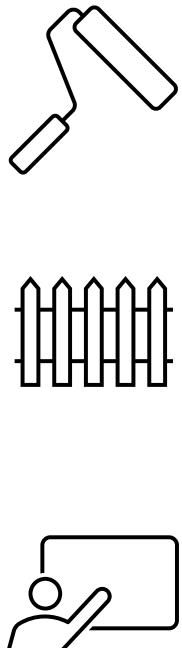
## The Bad - social value 'nice to haves'

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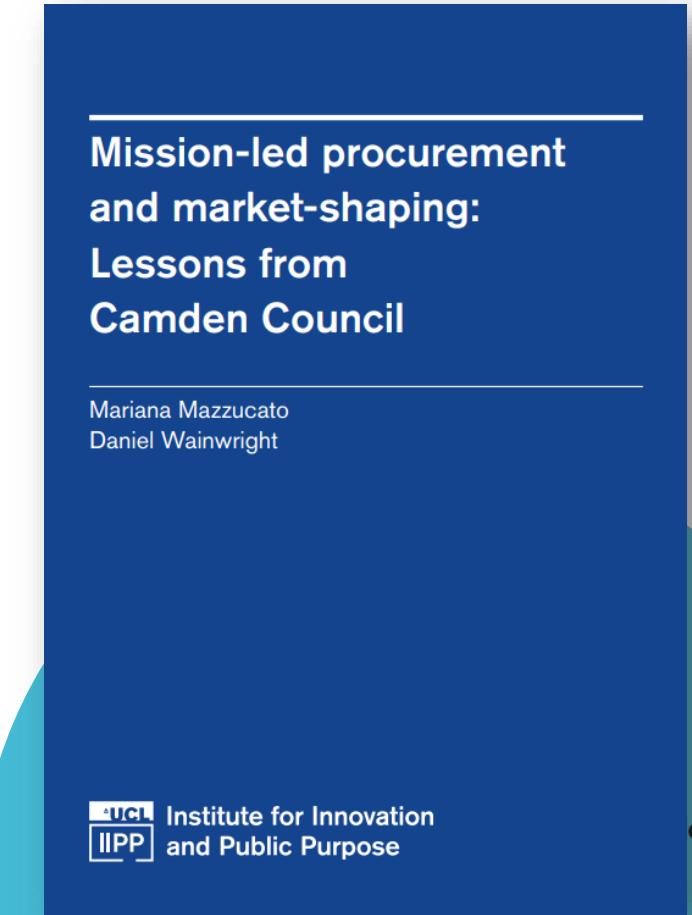
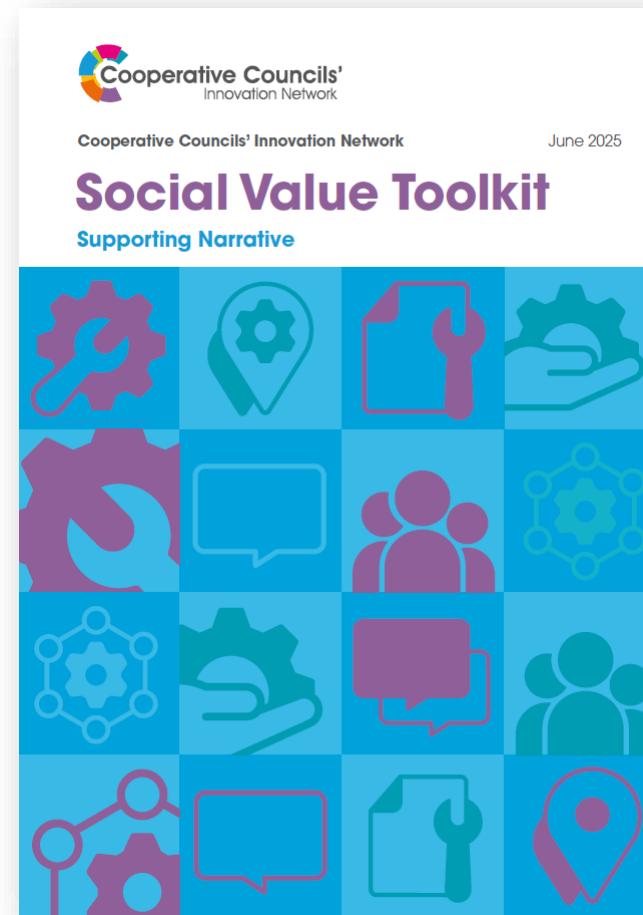
### Contract



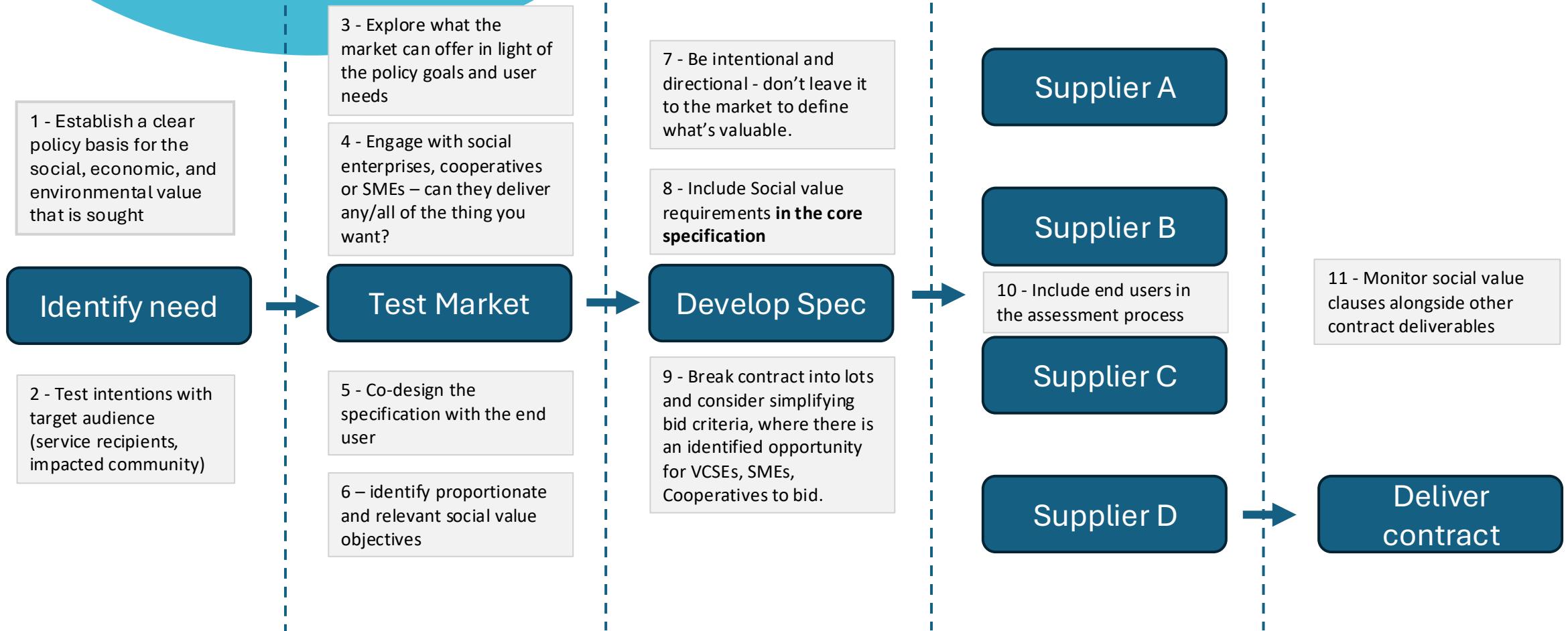
### Social Value



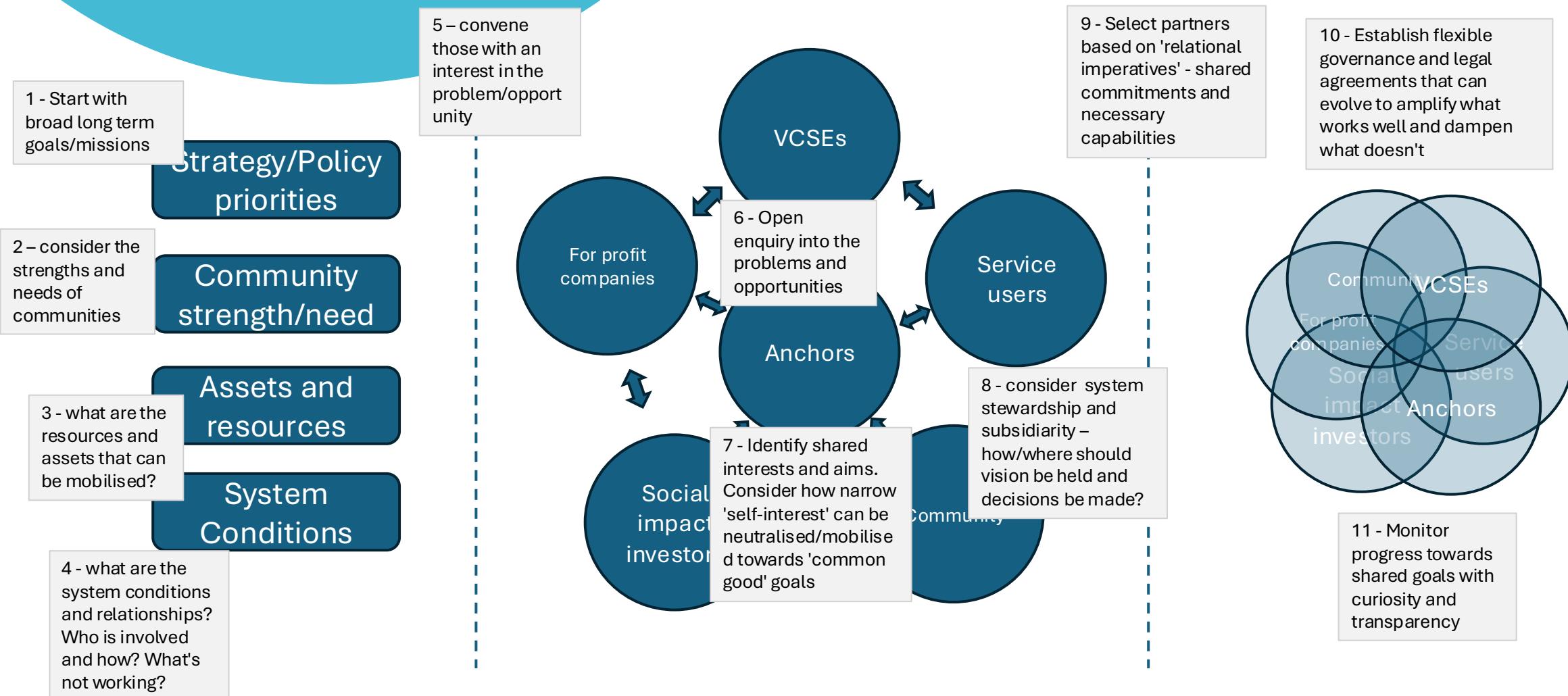
# The Good – delivering strategic aims through public spend



# The Good – Competitive Procurement



# The Good – Collaborative Commissioning



# Where to Start?

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## Four decision points for commissioners

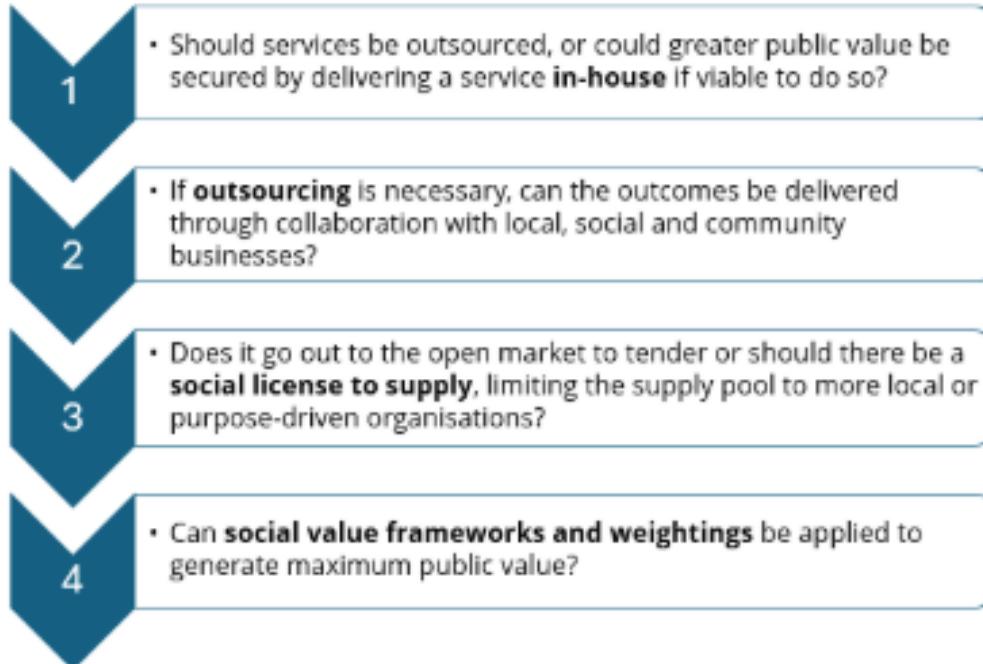
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Public delivery?

Third sector collaboration?

Social licensing/  
market shaping?

Social value?



- Policy objectives
- Spend analysis
- Future pipeline analysis
- Tools and permissions

---

## STAY IN TOUCH:

Web: [cles.org.uk](http://cles.org.uk)

@CLESthinkdo

<https://www.linkedin.com/company/centre-for-local-economic-strategies/>

[sarahlonglands@cles.org.uk](mailto:sarahlonglands@cles.org.uk)

[simongrovewhite@cles.org.uk](mailto:simongrovewhite@cles.org.uk)





The diagram illustrates the Preston Model of community wealth building. It features a central brown building block labeled '1818' with a dashed line, representing a Public Pension Fund. Surrounding this central node are several interconnected components, each represented by a stylized building icon on a red arrow:

- Local Government** (top left, grey building)
- Public Bank** (top right, blue building)
- Credit Union** (top right, grey building)
- Worker Cooperatives** (bottom right, green building)
- Shifts purchases to local businesses** (bottom left, grey building)
- Public Pension Fund** (bottom left, brown building)
- puts money into Local Government** (left side, grey building)

Interactions between these components are indicated by colored arrows:

- A green arrow labeled 'shifts purchases to local businesses' points from the Public Pension Fund to the Local Government.
- A green arrow labeled 'puts money into Local Government' points from the Public Pension Fund to the Local Government.
- A green arrow labeled 'creates' points from the Local Government to the Public Bank.
- A blue arrow labeled 'supports' points from the Public Bank to the Worker Cooperatives.
- A green arrow labeled 'supports development of' points from the Credit Union to the Worker Cooperatives.

**'The Preston Model and Community Wealth Building'**



- Our anchor institution strategy sees large placed based institutions in Preston and Lancashire with a combined spend of nearly **£1 billion per annum** increasing spending to local suppliers to benefit our community with social value outcomes and **we encourage insourcing**
- There is a **£50m placed based investment by our local government pension fund** through our City Deal we wish to build on
- We are expanding worker owned cooperative businesses through partnerships with cooperative development organisations, trade unions and by working with the community
- We are establishing the **North West Mutual** and support our **credit union** and **CDFI (Lancashire Community Finance)**

- Preston City Council has worked with the Living Wage Foundation to become a **Living Wage Place**
- We are promoting **municipal ownership and enterprise** of a major city centre development as part of our economic strategy
- We are looking at opportunities for the council to deliver **public housing** once again and use publicly owned land for new affordable housing
- **Our planning policies** encourage locally based suppliers and labour on both public and private sector developments in the wider Preston economy
- We have refreshed our CWB policies post COVID19 to support a new **Community Land Trust**, targeted **anchor recruitment**, **public**, **cooperative** and **community owned energy** and **municipally owned broadband**

# Social value in contracts

## Theme 1 Fair employment

Supporting fair and democratic working environments and practices

Supporting equality, diversity and inclusion

Supporting employee health and wellbeing

## Theme 2 Investing in the future workforce

Supporting young people to understand/experience the workplace

Supporting equality, diversity and inclusion

Supporting vulnerable groups to access the workplace

## Theme 3 Addressing the climate emergency

Developing and/or implementing a Carbon Reduction Plan

Reducing the carbon emissions of contracted work

Supporting environmental improvement and protection

## Theme 4 Investing in the local economy

Increasing spend in the local economy

Supporting local businesses to thrive

## Theme 5 Strengthening the VCSFE sector

Providing business support to the voluntary, community and faith sector

Providing donations to support local community projects

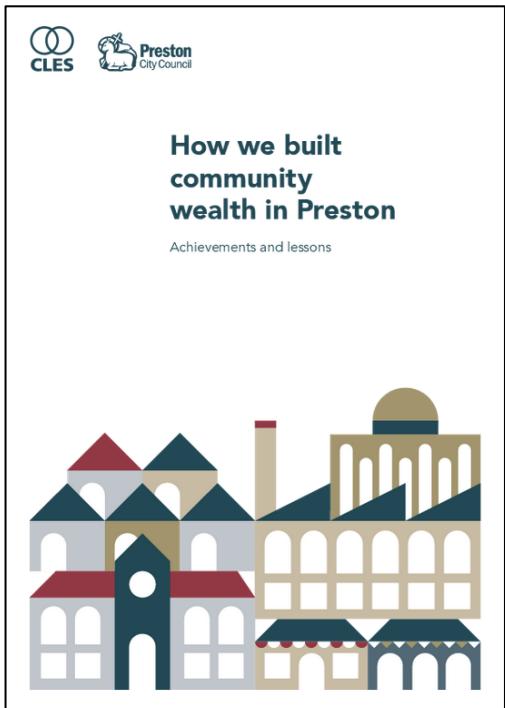
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# The mental health and wellbeing impact of a Community Wealth Building programme in England: a difference-in-differences study

*Tanith C Rose, Konstantinos Daras, Julian Manley, Mick McKeown, Emma Halliday, Tom Lloyd Goodwin, Bruce Hollingsworth, Ben Barr*



# Recirculation of over £200m being spent with local suppliers in Preston / Lancashire



By 2017 spend of Anchor institutions retained within local economy had increased to £489 million of spend had been retained, a rise of £200million from 2013.

Investment for social value – working conditions, living wages / social outcomes.

Some evidence of improvements in economic wellbeing



Liverpool 0.23

Manchester -1.04

Preston 1.66

Warrington & Wigan 0.94

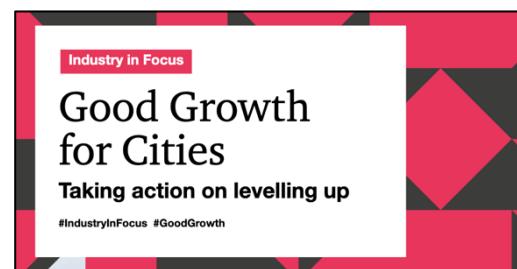
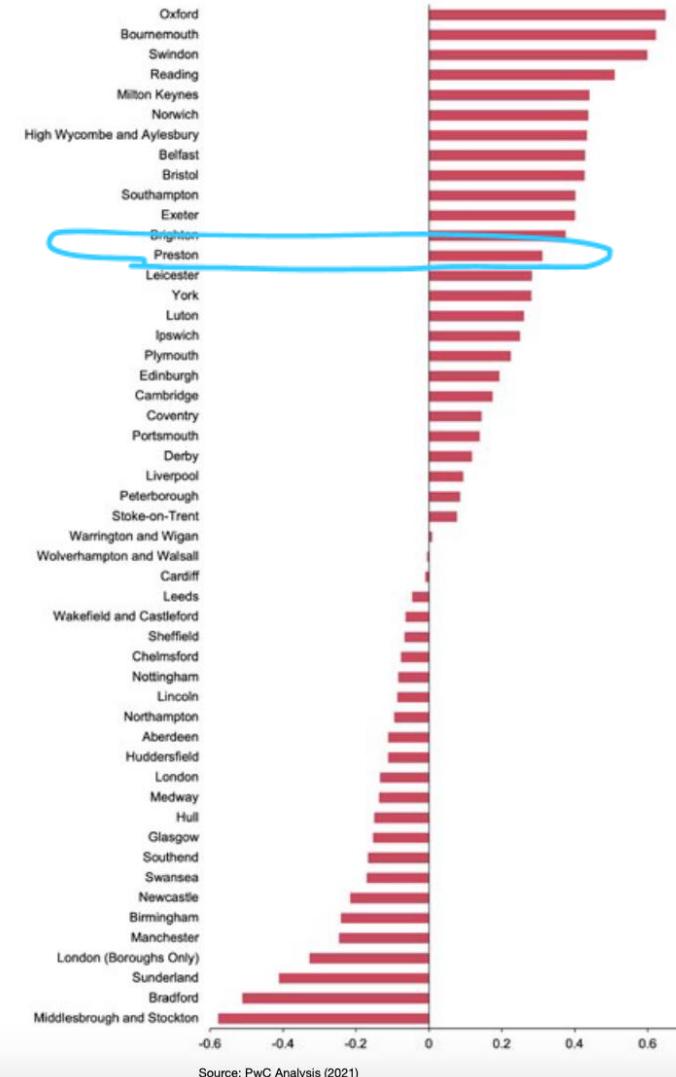


Figure 3: 2018 - 2020 Good Growth Index results by city, ranked highest to lowest

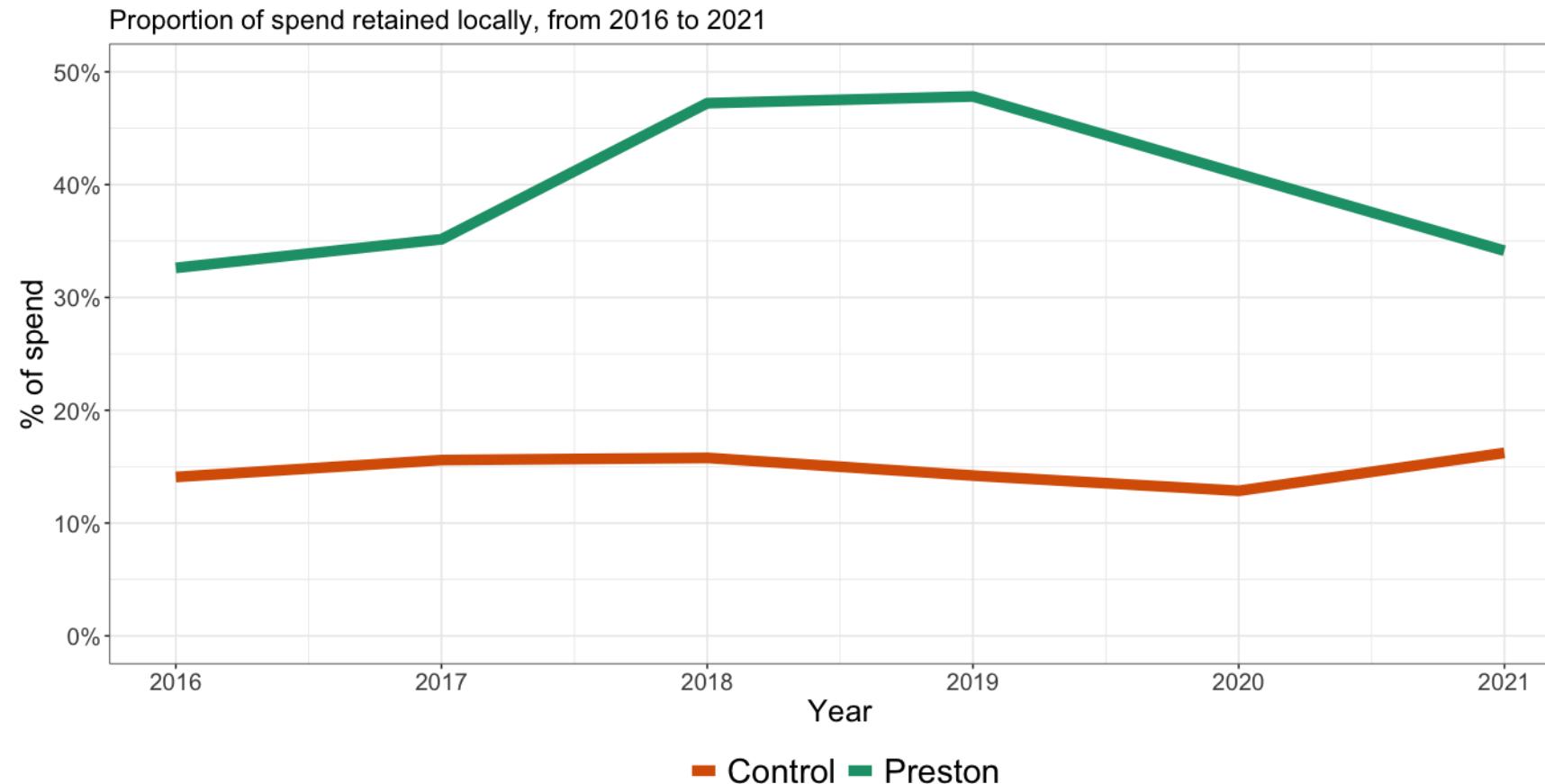


Source: PwC Analysis (2021)



Preston ranked the highest performing city in the North West according to the 2020 Good Growth Index

# Proportion of Local Authority Spend retained locally

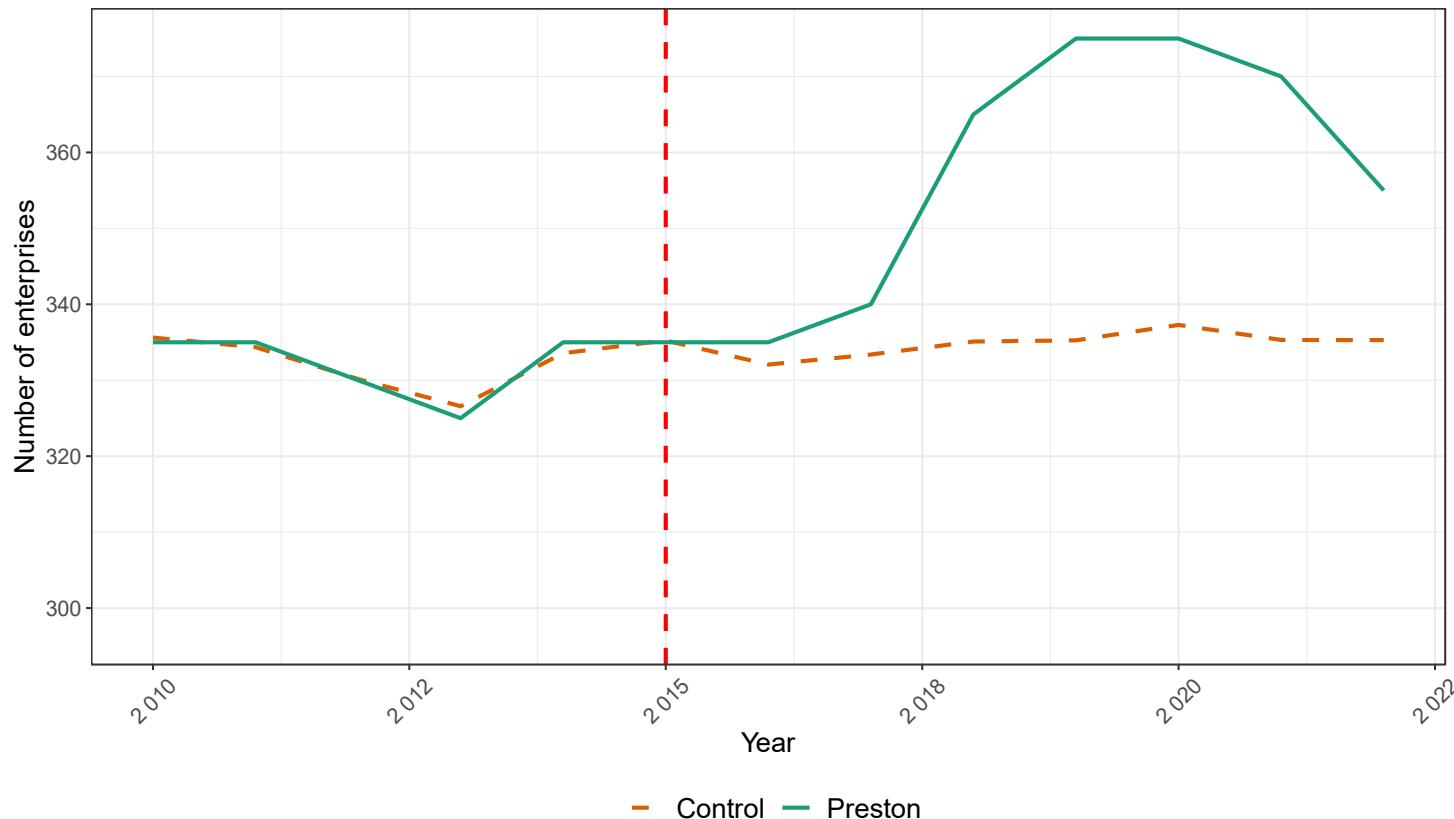


Author's compilation using data provided by Tussell.

Plot shows average results for 14 comparison local authority districts, classified as 'Urban: City and Town' (2011 Rural Urban Classification), located in the North or Midlands regions of England, not already working with CLES on developing CWI programmes, with spend records from 2016-21. These were: Blaby District Council, Bromsgrove District Council, Charnwood Borough Council, Chesterfield Borough Council, Hyndburn Borough Council, Mansfield District Council, Newcastle under Lyme Borough Council, Nuneaton & Bedworth Borough Council, Redditch Borough Council, Rugby Borough Council, South Ribble Borough Council, Tamworth Borough Council, Warwick District Council, Worcester City Council.

# Non-profit sector growth

Trends in the number of non-profit body or mutual association business enterprises, in Preston and synthetic control from 2010 to 2022

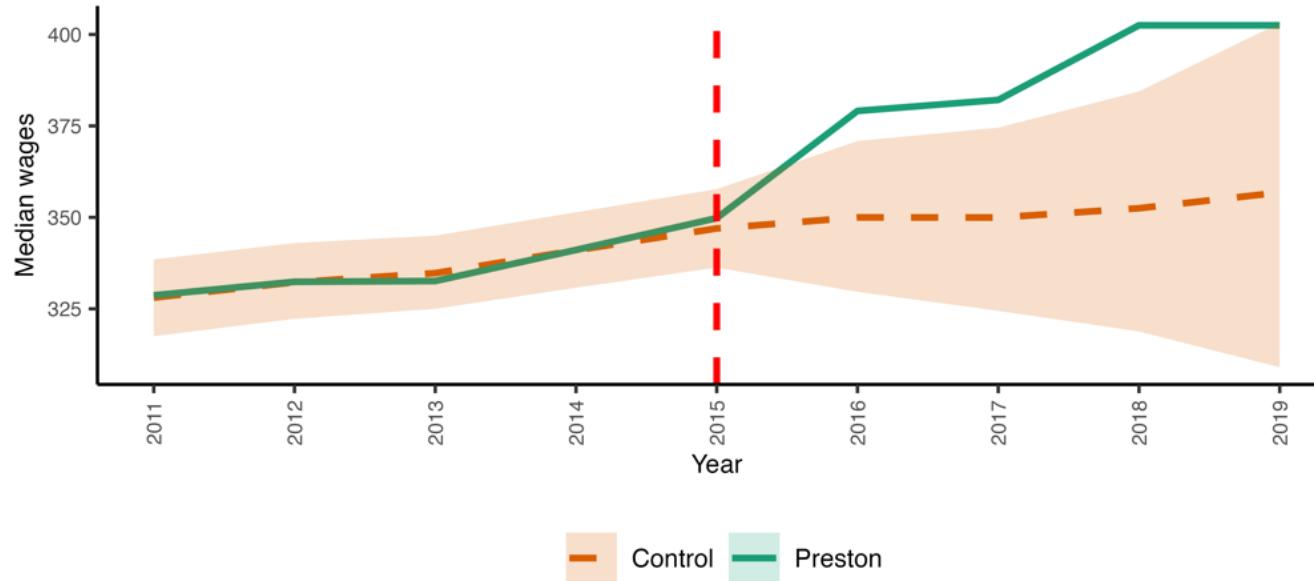


Data source: UK Business Counts from Inter Departmental Business Register.  
Synthetic counterfactual modelled using Bayesian Structural Time Series.

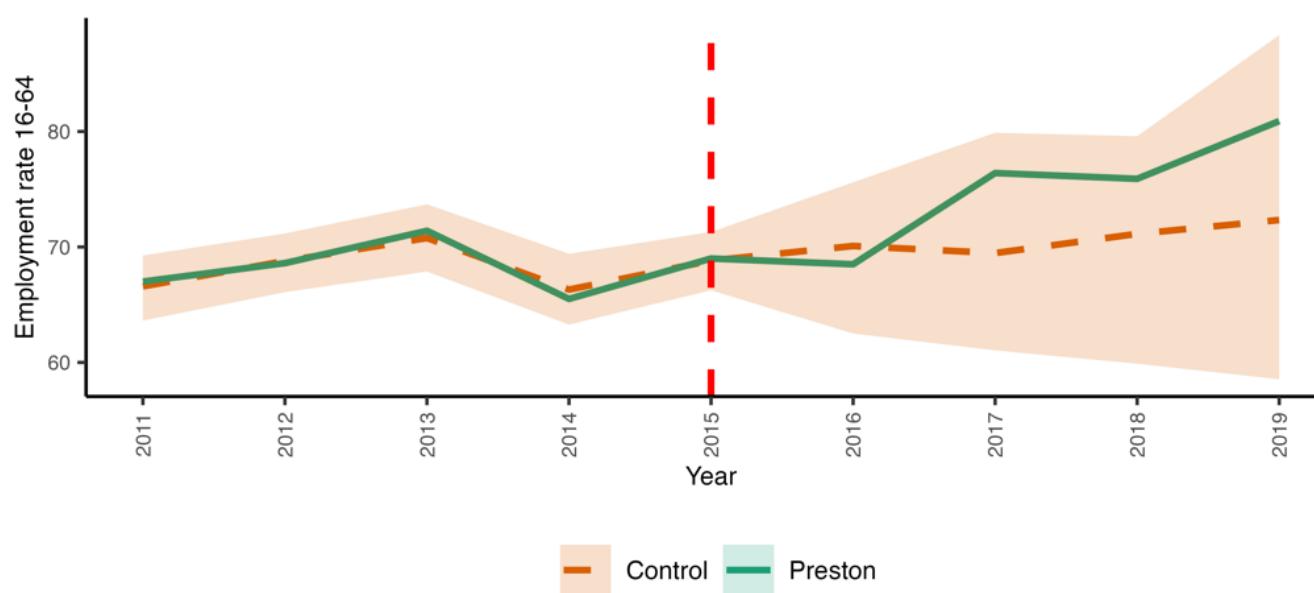
**Estimated effect of the introduction of the Community Wealth Building programme**

	Relative effect	(95% Cr I)		P
		(2%,	1%)	
	7%	(2%,	1%)	0.009

## Wages



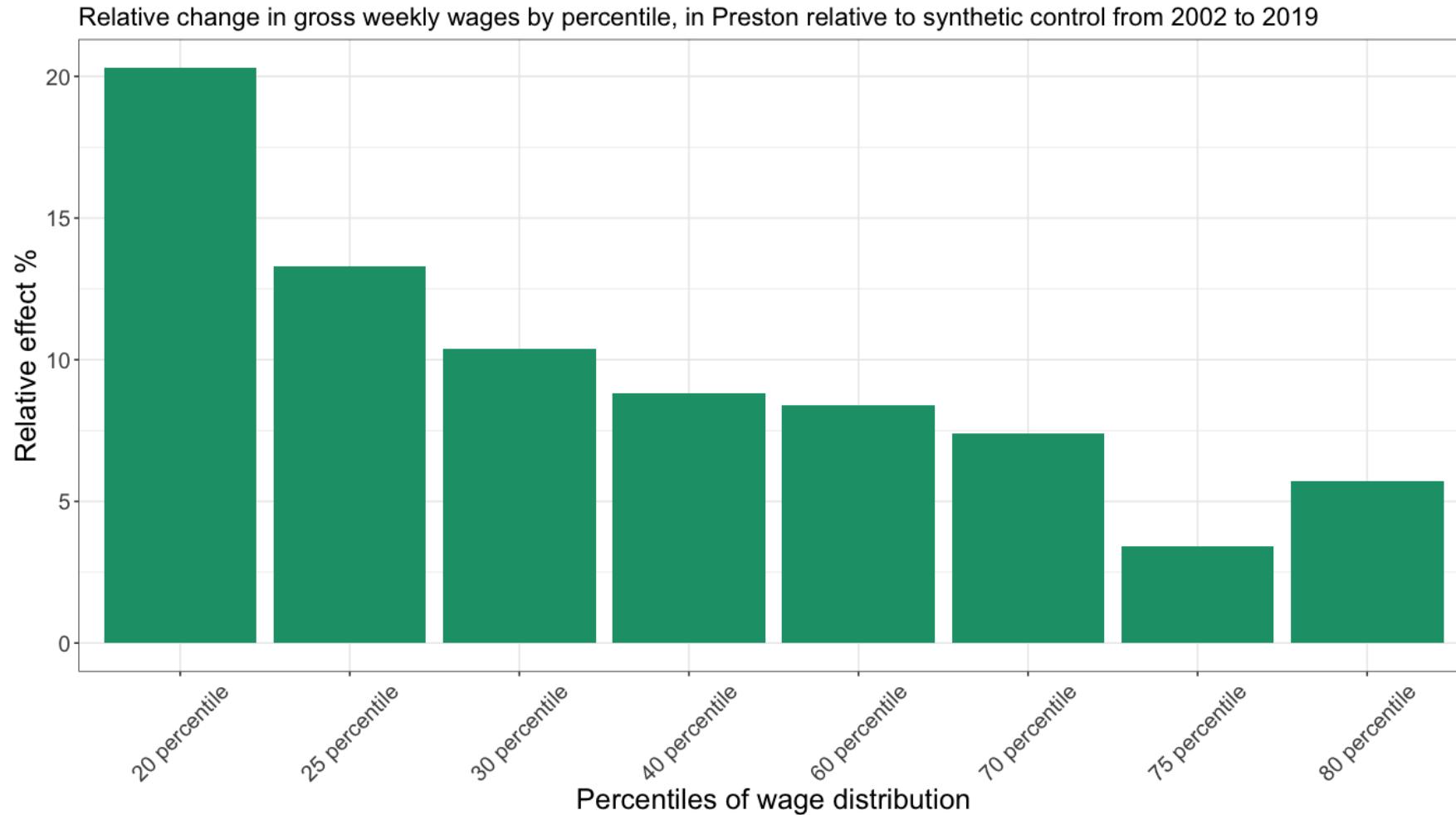
## Employment



Preston experienced 11% increase in median wages, and 7% increase in employment, relative to expected trends

	Absolute effect (95% Cr I)	Relative effect (95% Cr I)	p
Median wages (per week)	£38 (7 to 62)	11% (2% to 19%)	0.014
Employment rate of individuals aged 16–64 years	5% (-4 to 15)	7% (-5% to 24%)	0.097

# Wage increases were greatest for those on low wages



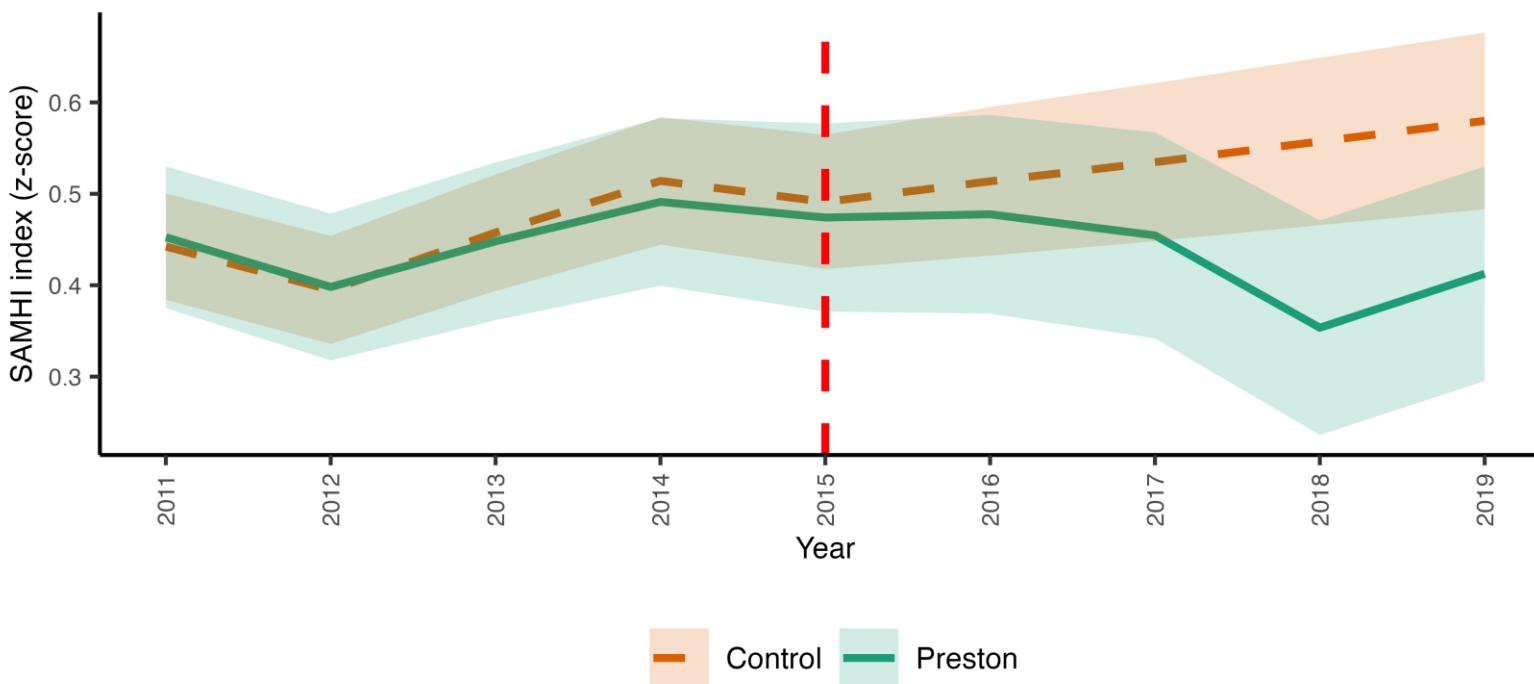
Data source: Annual Survey of Hours and Earnings. Synthetic counterfactual modelled using Bayesian Structural Time Series.  
Earnings by percentile show the earnings figure below which that proportion of employees fall, e.g. the 20% decile will give the earnings figure below which the 20% of lowest earners fall.

## Estimated percentage of jobs paying below the real living wage

Area	Percentage
Burnley	19.8%
Chorley	13.1%
Fylde	13.9%
Hyndburn	21.1%
Lancaster	16.1%
Pendle	17.6%
Preston	12.4%
Ribble Valley	Suppressed [1]
Rossendale	Suppressed [1]
South Ribble	16.9%
West Lancashire	18.8%
Wyre	18.7%
<b>Lancashire-12</b>	<b>16.0%</b>
Blackburn with Darwen	18.5%
Blackpool	23.8%

# Introduction of the Community Wealth Building programme in Preston was associated a decrease in poor mental health

~ 600 fewer people diagnosed with depression



## Absolute effect on SAMHI in SD (95% CI)

P

-0.11

(-0.16, -0.06)

<0.001

SAMHI

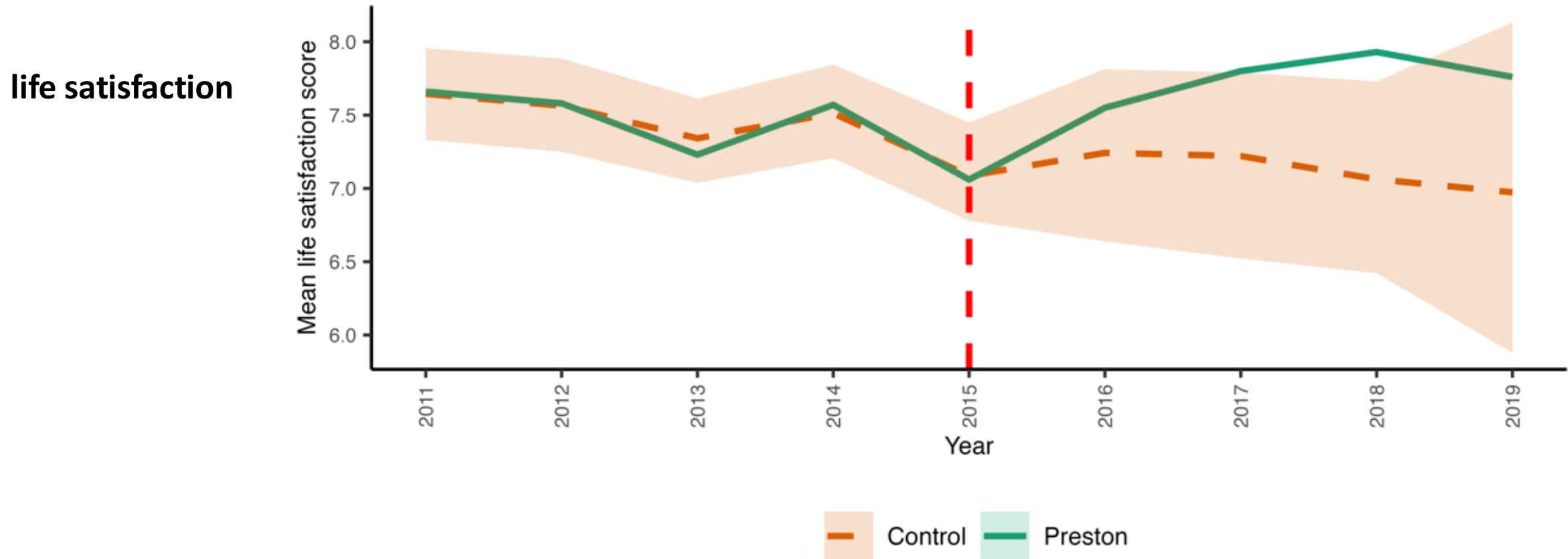
CI = confidence interval; SAMHI = Small Area Mental Health Index; SD = standard deviation

	Absolute effect on outcomes (95% CI)	p value
Antidepressant prescribing (ADQs per person)	-1.25 (-1.78 to -0.72)	<0.001
Adults with a diagnosis of depression (per 1000 population)	-2.44 (-4.46 to -0.42)	0.018
Mental health related hospital attendances (per 1000 population)	0.66 (-1.32 to 2.64)	0.512

ADQ=average daily quantity.

**Table 2: Difference-in-difference analysis: estimates from the regression models indicating the change in the mental health outcomes in Preston before (2011-15) and after (2016-19) the start of the Community Wealth Building programme, compared with the change in these outcomes between the same time periods in the control areas**

# 9% improvement in life satisfaction



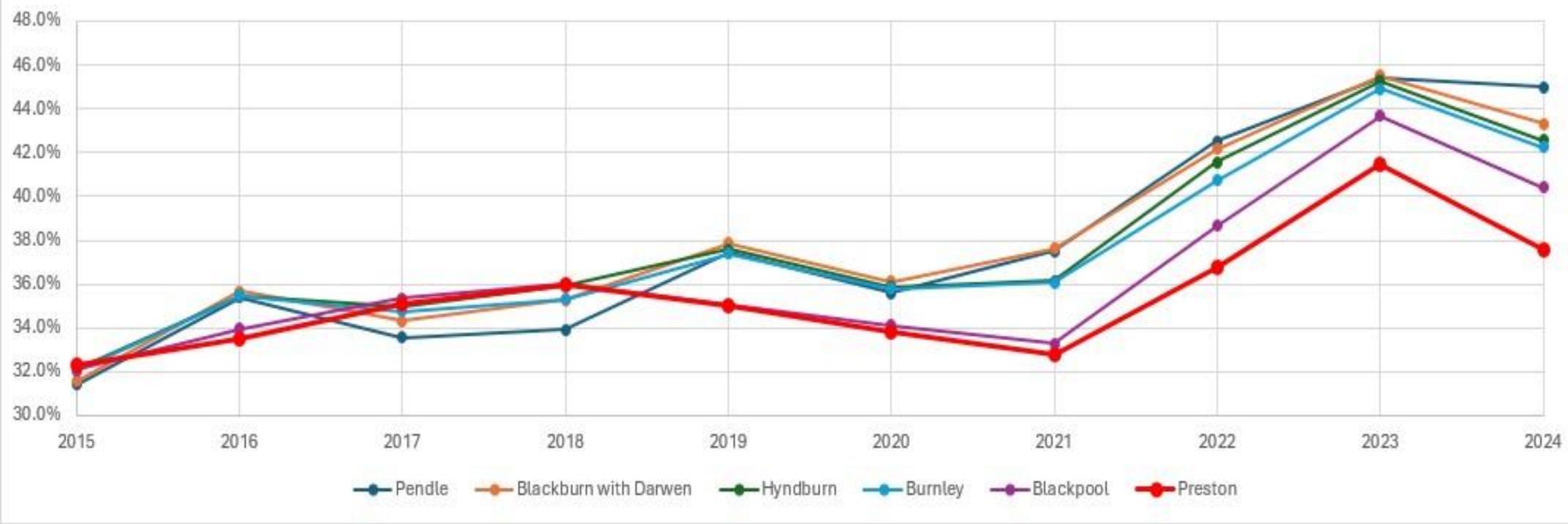
Life satisfaction score

**Absolute effect (95% Cr I)**  
0.6 (0 to 1.3)

**Relative effect (95% Cr I)**  
9% (0% to 19.6%)

**p value**  
0.025

### Rates of child poverty in six Lancashire local authorities 2015 to 2024





Thankyou  
for  
listening!

PRESENTATION



# Cooperative Councils' Innovation Network

**Cllr Matthew  
Brown**

Leader – Preston City  
Council

**Sarah Longlands**

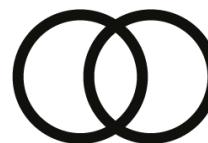
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Leader, Swindon Borough Council